

United States Army Alaska Circular 5-2

DEPARTMENT OF THE ARMY HEADQUARTERS, UNITED STATES ARMY ALASKA Fort Richardson, Alaska 99505-5000

United States Army Alaska Circular 5-2

15 January 1999

Expires 16 January 2001

Management

United States Army Alaska Organizational Inspection Program

Applicability. This circular applies to all elements subordinate to the United States Army Alaska (USARAK).

Impact on New Manning System. This circular does not contain information that effects the New Manning System.

Interim changes. Interim changes to this circular are not official unless the Director of Information Management authenticates them. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested improvements. This circular's proponent agency is the USARAK Office of the Inspector General (IG). The IG invites users to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Office of the IG, Attention: APVR-RIG, 600 Richardson Drive # 5800, Fort Richardson, Alaska 99505-5800.

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1. Purpose

This circular's purpose is to prescribe the USARAK Organizational Inspection Program (OIP) procedures. The OIP is the commander's plan for inspections. It must contain direction for conducting command, staff, and IG inspections. It will include those audits and inspections conducted by the command and those scheduled by outside agencies to minimize duplicating inspection efforts and reduce training distracters. The OIP complements the Organizational Assessment Program.

2. References

a. Required publications.

(1) Army Regulation (AR) 1-201 (Army Inspection Policy) is cited in paragraphs 4b(2), 5b, and 9c.

(2) AR 20-1 (Inspector General Activities and Procedures) is cited in paragraph 8c.

(3) Department of the Army Inspector General (DAIG) Inspections Guide is cited in paragraphs 4b(2), 8, and E-8.

b. Related references.

(1) Field Manual (FM) 25-100 (Training the Force) is a related publication.

(2) Common Table of Allowances (CTA) 50-900 (Clothing and Individual Equipment) is a related publication.

c. Referenced forms.

(1) DA Form 67-9-1 (Officer Evaluation Report Support Form) is cited in paragraph 6c(2).

(2) DA Form 67-9-1a (Junior Officer Developmental Support Form) is cited in paragraph 6c(2).

3. Explanation of abbreviations

The glossary explains the abbreviations used in this circular.

4. Responsibilities

a. The Deputy Chief of Staff for Operations and Plans/Director of Plans, Training, Security, and Mobilization ((DCSOPS)/DPTSM) will—

(1) As required, provide an inspection team to conduct command inspections (CIs) of separate battalions and the 9th Army Band.

(2) As required, develop and maintain inspection checklists to inspect areas outlined in appendix A.

(3) Serve as the OIP coordinator and annotate scheduled inspection dates on the USARAK training calendar.

(4) Schedule and coordinate any facilities that may be required for any inspections (i.e., ranges).

(5) Conduct staff inspections for any issues appropriate to the DPTSM's responsibility areas.

(6) As directed by the Chief of Staff, coordinate staff assistance visits before units assume Crisis Response Force.

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b. All staff elements (Deputy Chief of Staff for Personnel/Adjutant General (DCSPER/AG); Deputy Chief of Staff for Logistics/Director of Logistics (DCSLOG/DOL); Director of Public Works (DPW), Staff Judge Advocate (SJA); Deputy Chief of Staff for Resource Management/Director of Resource Management (DCSRM/DRM)) will—

(1) As required, provide an inspection team to conduct CIs of separate battalions and the 9th Army Band.

(2) As required, develop and maintain inspection checklists to inspect the areas outlined in appendix A.

(3) Conduct staff inspections for any issues appropriate to their responsibility areas.

(4) Follow the procedures established by AR 1-201 and the DAIG Inspections Guide unless otherwise directed.

(5) Consolidate inspections with other agencies whenever possible. Most staff inspections can be done simultaneously with CIs.

(6) Conduct inspections to help units meet standards. This guideline involves teaching and training while inspecting.

c. As required, the Garrison Commander will conduct inspections for staff sections and agencies.

d. The 172d Infantry Brigade (Separate) Commander and Garrison Commander will—

(1) Develop and implement an OIP.

(2) Conduct subsequent command inspections (SCIs) for battalions and separate companies. Also conduct initial command inspections (ICIs) for separate companies.

(3) At a minimum, conduct battalion CIs yearly.

(4) Brief command inspection (CI) dates at quarterly training briefs.

(5) Conduct staff inspections as required.

e. Battalion and post commanders will—

(1) Develop and implement an OIP.

(2) Conduct an ICI within 90 days of a new commander's assumption of command (see app B).

(3) At a minimum, conduct company SCIs yearly.

(4) Participate in the CI. At a minimum, be present during a portion of the inspection and provide the inspected commander a strengths and weaknesses assessment upon completion.

(5) Conduct staff inspections as required.

(6) Brief CI dates at quarterly training briefs.

f. The IG will—

(1) Serve as the OIP proponent.

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(2) Conduct systemic and special inspections as directed by the Commanding General. Focus on problems, not units. Identify root causes and fix responsibilities for correcting deficiencies.

(3) Ensure separate battalions conduct their CI program in coordination with the Deputy Commanding General.

5. General

- a. Command, staff, and IG inspections comprise the USARAK OIP.
- b. Conduct all inspections per the inspection principles outlined in AR 1-201.
- c. On-the-spot corrections should be made whenever possible and annotated in reports if appropriate.
- d. Reports will recognize and acknowledge commendable performances by individuals or creative/unique programs that enhance readiness.
- e. Reports will follow the format indicated in appendixes C and D.

6. Command inspections

a. CIs come in two forms: the ICI and the SCI. These differ in two ways. The ICI is comprehensive and will not be used to measure a new commander's progress since taking command. The SCI may be tailored and will measure the unit commander's progress since the ICI or previous SCI.

b. The USARAK Commanding General will not conduct formal subordinate unit CIs. The CIP's cornerstone is the company inspection by battalion headquarters and battalions and separate companies by brigade headquarters. Staff and IG inspections supplement these efforts.

c. Initial command inspection.

(1) Company commanders will receive an ICI within 90 days of assuming command.

(2) The ICI is designed so new company commanders readily understand their unit's strengths and weaknesses. Battalion commanders (raters) will personally discuss the results of the ICI with the inspected unit commander and help set goals and priorities for his/her command tenure after completing the ICI. Appropriate entries are made on the DA Form 67-9-1 (Officer Evaluation Report Support Form) and DA Form 67-9-1a (Junior Officer Developmental Support Form).

(3) To avoid missing the 90-day standard, battalion commanders should schedule the ICI when the change of command date is approved.

d. Subsequent command inspection.

(1) At a minimum, each unit will receive an SCI annually. In a normal 18-month command, a company will receive an ICI followed by one SCI. The bottom line is: the battalion commander determines SCI frequency. Battalion command inspections should occur yearly at the minimum.

(2) The SCI will enable unit commanders and their raters to measure their unit's progress. Raters will provide guidance as necessary to help each unit commander strengthen the unit's performance.

(3) The SCI will concentrate on deployment and mission essential task list-related plans and programs in headquarters at battalion level and above. The annual SCI need not be as comprehensive as the ICI. Tailoring annual SCIs will reflect the inspecting commander's concerns at inspection time, as well as resource constraints.

- e. Teaching and training should be a company CI goal.

7. Staff inspections

- a. Staff inspections normally will focus on a single function. The intent is to find the problem area's root cause within USARAK's ability to influence.
- b. USARAK staff inspections will concentrate on administrative efficiency and compliance with regulatory standards by brigade, battalions, companies, and post agencies.
- c. If problems require assistance above the USARAK level to fix, assistance may be requested through command or IG channels.
- d. Staff inspections may follow up previous command or staff inspections.

8. Inspector General

- a. The USARAK IG is available and best qualified to train staff and unit inspectors on inspection techniques and inspection planning. For training staff, unit, and IG inspectors, the IG uses the Inspections Guide, published by the DAIG Agency. This guide is available to all inspectors, including non-IGs. Staff principals and unit commanders can arrange for training directly with the USARAK IG.
- b. The IG system is designed to track problems to their root cause. IGs then resolve issues that are beyond the organization's ability to correct, such as conflicting guidance in Army regulations. Therefore, commanders should inform the IG of issues they cannot resolve, so they may pursue them to resolution. After the Commanding General's approval, the IG may forward an issue to the appropriate agency.
- c. The USARAK IG will inspect per AR 1-201, AR 20-1, and the DAIG Inspections Guide.
- d. The USARAK IG will focus on readiness issues, while interacting with the United States Army Pacific Command IG on United States Army Pacific Command commander-interest initiatives. Upon the Commanding General's approval, the USARAK IG will publish a yearly inspection plan.

9. Preparing for inspections

- a. All inspectors will prepare to thoroughly inspect their respective areas. Each inspector must have a thorough understanding of all applicable regulations, policies, and standing operating procedures.
- b. New inspectors should orient first on command policies pertaining to their area. Then, as they become familiar with them, they should study the brigade, USARAK, and DA policies and regulations. This study method will help prevent new inspectors from becoming overwhelmed with what can be stacks of references and checklists.

10. Announced and unannounced inspections

- a. As indicated, ICIs and SCIs are announced inspections and incorporated into the training schedule.
- b. Unannounced inspections are a valid way of determining day-to-day unit activity status. However, they can be highly disruptive to training and other necessary activities and generally make implementation of the tenets of FM 25-100 extremely difficult to follow.
- c. Announced inspections by agencies outside USARAK will be coordinated through DPTSM and reflected on the training schedule.

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11. Integration and coordination

a. The DPTSM is responsible for coordinating all evaluation activities involving the command, including external evaluations by organizations above USARAK.

b. All subordinate commanders and staffs will notify the DPTSM (Attention: Chief, Training Branch) immediately concerning any audit, inspection, or other evaluation that has not been coordinated through the DPTSM.

c. Conflicts will be resolved by the DPTSM.

d. DCSOPS will inform the Chief of Staff of any external evaluation team that intends to visit USARAK.

12. Memorandum of instruction sample

A battalion organizational inspection program memorandum of instruction sample is in appendix E.

FOR THE COMMANDER:

OFFICIAL:

CHARLES R. DEWITT
COL, GS
Chief of Staff

//Original Signed//
WILLIAM F. HIGGINS, JR.
LTC, SC
Director of Information Management

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Fort Shafter, Hawaii 96858-5100

Appendix A
Command Inspection Areas (Checklists)

Inspectable Area	Battalion Staff Proponent	USARAK Staff Proponent	Point of Contact	Remarks
Drug and Alcohol	S1	Directorate of Community Affairs		
Equal Opportunity	S1	AG		
Family Care Plans	S1	AG		
Recognition/Farewell to Departing Soldiers	S1	AG		
Weight Control	S1	AG		
Awards	S1	AG		
Reenlistment	RE-UP	AG		
Noncommissioned Officer/Officer Evaluation Reports	S1	AG		
Promotions	S1	AG		
Enlisted Reassignment Processing	S1	AG		

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Inspectable Area	Battalion Staff Proponent	USARAK Staff Proponent	Point of Contact	Remarks
Flags	S1	AG		
Military Sponsorship	S1	AG		
Timeliness of Administrative Eliminations	S1	AG/SJA		
Standard Installation/Division Personnel System Operations	S1	AG		
Use of Enlisted Personnel	S1	AG		
Finance Administration	S1	AG		
Finance Services	S1	AG		
General Legal Services	S1	SJA		
Courts-martial	S1	SJA		
Nonjudicial Punishment	S1	SJA		

Inspectable Area	Battalion Staff Proponent	USARAK Staff Proponent	Point of Contact	Remarks
Enlisted Separations	S1	DCSPER/AG		
Legal Assistance and Claims	S1	SJA		
Suspension of Favorable Personnel Actions	S1	DCSPER/AG		
Medical Services	S1	Medical Department Activity		
Public Affairs	S1	Public Affairs Office		
Physical Security	S2	DCSOPS/DPTSM		
Crime Prevention	S2	DCSOPS/DPTSM		
Safety	S1	Safety Office		
Information Security	S2	DCSOPS/DPTSM		
Personnel Security	S2	DCSOPS/DPTSM		

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Inspectable Area	Battalion Staff Proponent	USARAK Staff Proponent	Point of Contact	Remarks
Intelligence Oversight	S2	DPTSM		
Training and Operations	S3	DPTSM		
Nuclear, Biological, and Chemical Program	S3	DPTSM		
Communications Security	Battalion Communications-Electronic Officer	Director of Information Management		
Financial Management	S4	DRM		
Supply Management	S4	DCSLOG/DOL		
Maintenance Management	Battalion Motor Officer	DCSLOG/DOL		
Movement Planning	S3	DCSLOG/DOL		
In-ranks Inspection	Command Sergeant Major	Command Sergeant Major		
Computer Security Program	S2	DPTSM/Director of Information Management		

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Inspectable Area	Battalion Staff Proponent	USARAK Staff Proponent	Point of Contact	Remarks
Billets	Command Sergeant Major	Command Sergeant Major		
Clothing and CTA 50-900	Command Sergeant Major	Command Sergeant Major		
Leadership	Command Sergeant Major	Command Sergeant Major		
Fire Prevention	S1	DPW		
Real Property Use	S4	DPW		
Environmental Compliance	S4	DPW		
Records Management	S4	DPW		

Appendix B

Standard Initial Command Inspection Schedule to Battalion Organizational Inspection Program

Table B-1 shows the sequence of events for DAY ONE. Table B-2 shows the sequence of events for DAY TWO. Table B-3 shows the schedule of events that will be completed within 1 week after the inspection visit.

Table B-1 DAY ONE			
Time	Event	Who	Location
0900-0925	In-brief	Battalion Commander/Staff Unit Commander/Staff	Unit Area
0930-1000	In-ranks Inspection	Battalion Commander/ Command Sergeant Major/ Unit Commander/First Sergeant	Unit Area
1000-1200	*Phase I of ICI: Battalion Commander walk through	Battalion Inspectors/ Unit Guides	Unit Area
1200-1300	Lunch	All	Battalion Area
1300-1330	*Preparation for Phase II	All	Battalion Area
1330-1630	*Phase II of ICI	Battalion Inspectors	Unit Area
1630-1700	Regroup from Inspection Visits	All	Unit Area
1700-1800	Staff Meeting	Battalion Executive Officer/ Battalion Inspectors	Battalion Conference Room
1800-1830	Unit Commander Informal Out-brief	Battalion Commander/ Unit Commanders	Battalion Conference Room
1830	END OF DAY ONE!!!!		
*The term "phase" is used solely for communications purposes to distinguish between each day's morning or afternoon session.			

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Table B-2 DAY TWO			
Time	Event	Who	Location
0630-0745	*Evaluate Conduct of Army physical fitness training	S3 Evaluators/Unit Personnel	Unit Area
0745-0830	Personal Hygiene	All—Battalion Commander/ Command Sergeant Major/ Commander	Battalion Area
0830-0930	Breakfast	First Sergeant/Platoon Leader/Platoon Sergeant	Dining Facility
0930-1200	*Phase III of ICI: Evaluate Nuclear, Biological, and Chemical	Battalion Inspectors/ Unit Guides	Unit Area
1200-1300	Lunch	All	Battalion Area
1300-1330	Preparation for Phase IV	All	Battalion Area
1330-1630	*Phase IV of ICI: Evaluate Common Task Testing	Battalion Inspectors/ Unit Guides	Unit Area
1630-1700	Regroup from Inspection Visits	All	Battalion Area
1700-1800	Staff Meeting	Battalion Executive Officer/ Staff	Battalion Conference Room
1800-1830	Unit Commander Informal Out-brief	Battalion Commander/ Staff/Unit Commander	Battalion Conference Room
*Unit commanders may designate specific platoons to participate in the special evaluation areas (Army physical fitness training; nuclear, biological, and chemical; common task testing) but will not routinely select the same platoon for the same evaluation area on subsequent inspections. Also, unit commanders will refrain from “stacking” or adjusting a specific platoon’s manning situation to manipulate results.			

Table B-3 Within 1 week after the inspection visit			
Time	Event	Who	Location
To Be Determined	Formal Out-brief	Battalion Commander/Staff Unit Commander/Leaders as determined by the Company Commander	Battalion Conference Room
To Be Determined	Battalion Commander Counsels Company Commander	Battalion and Company Commander	Battalion Commander's Office

Appendix C

Sample Inspection Report Format

HEADING:

UNIT: _____ DATE INSPECTED: _____

INSPECTOR: _____ UNIT POC: _____

SUBJECT AREA:

This section should coincide with the major appendix heading in the inspection report. Prepare a separate write-up for the sub-element when a sub-element of that heading falls under different staff proponentcy (i.e., FIRE PREVENTION is an adjutant responsibility, but ENGINEERING AND HOUSING is a supply officer responsibility).

SUMMARY:

This section should briefly describe the sub-elements inspected within the major appendix heading and include SATISFACTORY, NEEDS IMPROVEMENT, or UNSATISFACTORY ratings. Inspectors must ensure that their standards are consistent from one inspection to the next and from one unit to another.

FINDINGS:

This section should highlight significant areas (either strengths or weaknesses) that demonstrate the regulatory guidance/requirement overall intent is being surpassed or not followed. Comments in this section should parallel the rating in the SUMMARY section. Consistency from one inspection to the next and from one unit to another is absolutely essential.

OBSERVATIONS:

This section should—

- a. Identify "budding" problem areas that have not reached major proportions.
 - b. Highlight areas where the inspector suspects, but cannot verify, a problem.
 - c. Indicate where the inspectors believe that the unit is not complying with the "spirit of the law." Again, comments in this section should parallel the rating in the SUMMARY section.
-

RECOMMENDATIONS:

This section should provide specific correction guidance or suggestions on noted deficiencies. A recommendation's essential element is identifying the "stuckee" responsible for fixing the problem. Additionally, use this section to recommend individuals for outstanding performance.

Figure C-1. Inspection report format

Appendix D
Example Inspection Report

UNIT: 1-11 IN BN DATE INSPECTED: 22-24 June 9X INSPECTOR: MSG Powhatan
UNIT POC: CPT Smith

1. SUBJECT AREA: ADMINISTRATION

2. SUMMARY:

- a. AWARDS: UNSATISFACTORY
- b. REENLISTMENT: NEEDS IMPROVEMENT
- c. NONCOMMISSIONED OFFICER EVALUATION REPORT: SATISFACTORY

3. FINDINGS:

AWARDS. Personnel and administration center supervisory personnel do not monitor the awards program and soldiers often receive awards well after their departure from the unit.

4. OBSERVATIONS:

a. REENLISTMENT. Commanders are not interviewing soldiers within 12 months before expiration term of service.

b. NONCOMMISSIONED OFFICER EVALUATION REPORT. All noncommissioned officers are being counseled on their performance, and this counseling is documented on their noncommissioned officer evaluation report.

5. RECOMMENDATIONS:

a. AWARDS. The adjutant should establish a tracking system that identifies departing soldiers and requires a positive indication of intent by the soldier's chain of command to ensure forwarding of award recommendations.

b. REENLISTMENT.

(1) The adjutant should establish a tracking system to remind commanders to interview soldiers within 11 to 12 months of expiration term of service.

(2) Unit commanders should conduct these interviews on time.

c. NONCOMMISSIONED OFFICER EVALUATION REPORTS. The unit commander should acknowledge the outstanding job his/her leaders are doing in noncommissioned officer counseling.

Figure D-1. Inspection report format

Appendix E

Sample Battalion Organizational Inspection Program Memorandum of Instruction

DEPARTMENT OF THE ARMY
Headquarters, 1st Battalion, 11th Infantry
66th Infantry Division (Mechanized)
Fort Von Steuben, Virginia 22606

1-11 IN BN

1 January 199X

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Battalion Organizational Inspection Program (OIP)

1. REFERENCES:

- a. USARAK Circular 5-2, Organizational Inspection Program.
- b. AR 1-201, Army Inspection Policy.

2. PURPOSE: To prescribe procedures for the conduct of the Battalion Organizational Inspection Program (OIP).

3. OBJECTIVE: Battalion level inspections are integral components of my Organizational Assessment Program and of the USARAK Organizational Inspection Program. I consider them an important tool for me to assess the combat readiness of each of my units, identify areas that require additional training, and highlight problems that require resolution.

4. GENERAL: The 1-11th Infantry Battalion OIP consists of the command and staff inspections.

- a. All inspections will be conducted per the inspection principles outlined in AR 1-201.
- b. On-the-spot corrections should be made whenever possible and annotated in reports if appropriate.
- c. Commendable performances by individuals or creative/unique programs that enhance readiness are to be recognized and acknowledged in reports.

5. COMMAND INSPECTIONS (CI):

a. Battalion command inspections come in two forms: The initial command inspection (ICI) and the subsequent command inspection (SCI). These differ in two ways. The ICI is comprehensive and will not be used to measure a new commander's progress since taking command. The SCI may be tailored and will measure the unit commander's progress since the ICI.

- b. When the term CI is used in this document, it encompasses both the ICI and SCI.
- c. Initial command inspection.

(1) Unit commanders will receive an ICI within 90 days after assuming command.

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(2) The ICI is designed so that new unit commanders readily understand their unit's strengths and weaknesses. I will personally discuss the results of the ICI with the inspected unit commander and help set goals and priorities for his/her command tenure. This discussion will occur after the ICI has been completed, with appropriate entries made to the DA Form 67-9-1 (Officer Evaluation Report Support Form) and then on subordinates DA Form 67-9-1a (Junior Officer Developmental Support Form) or noncommissioned officer evaluation report counseling.

(3) Areas inspected during the ICI are in USARAK Circular 5-2, appendix A.

(4) The ICI inspection schedule is in USARAK Circular 5-2, appendix B.

d. Subsequent command inspection.

(1) Each unit will receive an SCI annually.

(2) The SCI will enable unit commanders and me to measure the progress of their units. I will provide guidance as necessary to help each unit commander strengthen his/her unit's performance.

(3) Annual SCI inspection areas will be chosen from USARAK Circular 5-2, appendix A, but the annual SCI may not be as comprehensive as the ICI. Tailoring annual SCIs will reflect my concerns at the time of inspection, as well as resource constraints. The tailoring decision will be mine alone.

e. Command inspection implementation.

(1) The ICI inspection will begin at 0900 on DAY ONE, with an in-briefing conducted by the battalion staff and me. The purpose for this in-brief will be to present a clear view of the activities for the next 2 days and address any last minute questions by anyone. The unit commander, first sergeant, and battalion inspectors will all attend. For each inspection, unit members designated as "guides" will also attend the in-briefing. These guides will serve as administrative assistants to the battalion inspectors.

(2) Following the inspection in-brief, there will be an in-ranks inspection conducted by the command sergeant major and me. I will inspect one platoon as a minimum, and the command sergeant major one as a minimum. However, all platoons should be prepared. Allow approximately 30 minutes for the in-ranks inspection. I expect the unit commander and first sergeant to accompany the command sergeant major and me.

(3) After the in-ranks inspection, the unit commander and I will conduct a general walk-through of the unit area to include billets, dayroom, latrines, dining facilities, motor pool, and supply areas. Simultaneously, the battalion executive officer and staff principles will commence the inspection of their respective areas of concern, and the command sergeant major will conduct a complete inspection of the billets with a layout inspection of at least one platoon's CTA 50-900.

(4) Unit compliance with 1-11th Infantry Battalion command policy memorandum and garrison standing operating procedures will also be reviewed.

(5) The staff officer/noncommissioned officer in charge will consolidate and brief their respective inspection visit results to me at the end of DAY ONE and DAY TWO during inspector meetings. Each unit will receive a "frag" (informal) out-brief at each day's end.

(6) The unit commander and unit leadership will receive a formal out-brief by me and each staff officer in charge within 1 week after the inspection. The date and time of the out-brief will be coordinated by the operations and training officer (S3) before the 5-week lock-in.

(7) Specific staff and unit implementation instructions are outlined in USARAK Circular 5-2, paragraph 7.

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(8) We will use a modified ICI schedule for SCIs since SCIs usually require less time to conduct. I will state the SCI focus well in advance for adequate unit preparation time.

(9) We will conduct follow-up staff inspections within 90 days after all inspections (command and staff inspections) to ensure appropriate action has been taken to correct deficiencies identified during the inspection.

6. **STAFF INSPECTIONS:** Staff inspections normally will focus on a single function. The intent will be to find the root cause of a problem area that is within my ability to fix. For example: 1) physical training program, 2) inventory procedures, 3) awards program, and 4) preventive maintenance checks and services operations.

a. If problems require assistance above my level to fix, I will pursue that assistance, notifying the USARAK IG, if necessary.

b. Staff inspections may follow up previous command or staff inspections.

7. INSPECTOR PREPARATION:

a. All inspectors will prepare to thoroughly inspect their respective areas. Each inspector must have a thorough understanding of all applicable regulations, policies, and standing operating procedures.

b. However, new inspectors should orient first on battalion policies pertaining to their area, then, as they become familiar with them, study brigade and USARAK policies, then DA policies/regulations. This study method will help prevent new inspectors from becoming overwhelmed with what can be stacks of references and checklists.

8. USE OF THE IG:

a. The USARAK IG has offered to train battalion/unit inspectors in inspection techniques and inspection planning. The basis of their training is "The Inspections Guide," published by the DAIG. Staff principals and unit commanders can arrange for further training through the S3 to the IG.

b. The IG system is designed to track problems down to their root cause, and can pick up and resolve issues that are beyond the battalion's ability to correct, such as conflicting guidance in Army regulations. Therefore, we will often inform the IG of issues that we cannot resolve, so he/she can pursue them to resolution. Such issues will go out in writing under my signature.

9. ANNOUNCED AND UNANNOUNCED INSPECTIONS:

a. As indicated, the ICIs and SCIs are announced inspections, incorporated into the training schedule.

b. Unannounced inspections are a valid way of determining day-to-day status of unit activities. However, they can be highly disruptive of training and other necessary activities. Therefore, no unannounced inspection will occur without my expressed approval. This includes both internal and external inspections.

c. Announced inspections by agencies outside the battalion will be coordinated and reflected on the training schedule.

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10. RESPONSIBILITIES:

a. The battalion executive officer will—

(1) Schedule all inspections and coordinate dates with unit commanders through the S3. All command inspection dates will be annotated on the battalion long range planning calendar. ICI dates will be scheduled when change of command dates are approved.

(2) Modify, as necessary, DAY ONE and DAY TWO schedules to facilitate mutual battalion inspector/unit guide availability.

(3) Coordinate the training of all inspectors/evaluators.

(4) Schedule outside agencies for assistance as necessary.

(5) Coordinate and consolidate inspection visit results, facilitate inspector meetings, and ensure all inspection reports are completed and distributed as appropriate, and within any required suspenses.

(6) Resolve any discrepancies between the inspected unit and the battalion inspectors.

(7) Schedule a formal out-brief in the battalion classroom within 1 week after completion of all command inspections and appropriate staff inspections. Coordinate the date by T+7 to allow training schedule publication.

(8) Submit issues that cannot be resolved at battalion level to the next higher headquarters.

b. The command sergeant major will—

(1) Participate in all command inspections and certain staff inspections as appropriate.

(2) Attend command inspection in-briefs, inspector meetings, and out-briefs.

(3) During command inspections, inspect at least one platoon in-ranks, conduct a complete inspection of the unit billets and wall lockers, inspect at least one platoon layout of CTA 50-900, and walk through other unit areas such as dining facility, motor pool, and dayroom.

(4) Inspect the noncommissioned officer evaluation report program to ensure that counseling is being done properly.

c. The adjutant (S1) will—

(1) Provide inspectors for all areas of S1 responsibility as outlined in USARAK Circular 5-2, appendix A. Additionally, annotate the names of staff personnel responsible for the various inspectable areas in the appropriate column on the checklist in appendix A and return a copy of the checklist to the executive officer at least 10 days before DAY ONE of a scheduled command inspection.

(2) Attend command inspection in-briefs, inspector meetings, and out-briefs.

(3) Be prepared to conduct staff inspections for any issues appropriate to the S1 areas of responsibility.

d. The intelligence officer (S2) will—

(1) Provide inspectors for all areas of S2 responsibility as outlined in USARAK Circular 5-2, appendix A. Additionally, annotate the names of staff personnel responsible for the various inspectable

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areas in the appropriate column on the checklist at appendix A and return a copy of the checklist to the executive officer at least 10 days before DAY ONE of a scheduled command inspection.

(2) Attend command inspection in-briefs, inspector meetings, and out-briefs.

(3) Be prepared to conduct staff inspections for any issues appropriate to the S2 areas of responsibility.

e. The operations and training officer (S3) will—

(1) Annotate scheduled command inspection dates on the battalion long range planning calendar.

(2) Schedule/coordinate the use of any non-1-11th Infantry Battalion facilities that may be required to conduct any inspections.

(3) Provide inspectors for areas of S3 responsibility as outlined in USARAK Circular 5-2, appendix A. Additionally, annotate the names of staff personnel responsible for the various inspectable areas in the appropriate column on the checklist at appendix A and return a copy of the checklist to the executive officer at least 10 days before DAY ONE of a scheduled command inspection.

(4) Evaluate the conduct of Army physical fitness training during the ICIs.

(5) Publish a listing of common task testing and nuclear, biological, and chemical tasks to be evaluated and evaluate one platoon on each set of common task testing/nuclear, biological, and chemical tasks during the command inspection at least 10 days before DAY ONE.

(6) Attend the command inspection in-briefs, inspector meetings, and out-briefs.

(7) Be prepared to conduct staff inspections for any issues appropriate to the S3 areas of responsibility.

f. The supply officer (S4) will—

(1) Provide inspectors for S4 areas of responsibility as outlined in USARAK Circular 5-2, appendix A. Additionally, annotate the names of staff personnel responsible for the various inspectable areas in the appropriate column on the checklist at appendix A and return a copy of the checklist to the executive officer at least 10 days before DAY ONE of a scheduled command inspection.

(2) Conduct a 10 percent property accountability inspection of one platoon during each ICI.

(3) Inspect the motor sergeant, supply sergeant, and armorer hand receipts, as a minimum, to check audit trails, during each ICI.

(4) Attend all command inspection in-briefs, inspector meetings, and out-briefs.

(5) Be prepared to conduct staff inspections for any issues appropriate to the S4 areas of responsibility.

g. The battalion motor officer will—

(1) Provide inspectors for the maintenance area of responsibility as outlined in USARAK Circular 5-2, appendix A. Additionally, annotate the names of staff personnel responsible for the various inspectable areas in the appropriate column on the checklist at appendix A and return a copy of the checklist to the battalion executive officer at least 10 days before DAY ONE of a scheduled command inspection.

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(2) Attend all command inspection in-briefs, inspector meetings, and out-briefs.

(3) In coordination/conjunction with the battalion communications-electronics officer, conduct a maintenance inspection of one platoon during each ICI.

(4) Be prepared to conduct staff inspections in any issues appropriate to the maintenance areas of responsibility.

h. The battalion communications-electronics officer will—

(1) Provide inspectors for the communications area of responsibility as outlined in USARAK Circular 5-2, appendix A. Additionally, annotate the names of staff personnel responsible for the various inspectable areas in the appropriate column on the checklist in appendix A and return a copy of the checklist to the executive officer at least 10 days before DAY ONE of a scheduled command inspection.

(2) Attend all command inspection in-briefs, inspector meetings, and out-briefs.

(3) In coordination/conjunction with the battalion motor officer, conduct a communication and electronics and communications security maintenance inspection of one platoon during each ICI.

(4) Be prepared to conduct staff inspections in any issues appropriate to the communications areas of responsibility.

i. Unit commanders will—

(1) Annotate the names of unit points of contact/guides responsible for the various inspectable areas in the appropriate column on the checklist in USARAK Circular 5-2, appendix A, and return a copy of the checklist to the executive officer at least 10 days before DAY ONE of a scheduled command inspection.

(2) Designate the specific platoons to participate in the special evaluation/assistance visit areas detailed below. Furthermore, notify the appropriate staff section officer in charge of the selected platoons at least 7 days before DAY ONE of a scheduled command inspection.

(a) Battalion commander—in-ranks inspection (DAY ONE, 0930-1000).

(b) S3—Army physical fitness training (DAY TWO, 0630-0745).

(c) S3—Nuclear, biological, and chemical evaluation (DAY TWO, morning).

(d) S3—Common task testing evaluation (DAY TWO, afternoon).

(e) Battalion motor officer/communications-electronic officer—maintenance evaluation (DAY TWO, morning).

(f) S4—10 percent inventory (DAY TWO, afternoon).

(3) Designate one point of contact (i.e., unit executive officer or first sergeant) within the unit to monitor, coordinate, and deconflict inspection activities and provide the point of contact's name to the battalion at least 10 days before DAY ONE of a scheduled ICI or SCI.

(4) Be prepared to assist any staff area during the conduct of any staff inspection conducted under my direction. This assistance may take on several different forms, from guides to hands-on participants.

11. BATTALION COMMAND INSPECTION REPORTS:

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- a. Staff section officers in charge will submit verbal reports at the daily ICI/SCI staff meeting.
- b. Staff section officers in charge will submit three copies of the final written report, per the format detailed in USARAK Circular 5-2, appendix A, and three copies of all completed inspection visit checklists to the battalion executive officer within 3 working days after the inspection.
- c. Staff section officers in charge will brief their final command inspection report to the unit commander and assembled unit leadership at the formal out-briefing.
- d. All inspection reports will highlight recurring deficiencies that were noted during previous inspections, evaluations, or visits conducted by any level of command.
- e. The unit commander will receive a copy of each staff section's final report and all inspection visit checklists at the final command inspection out-brief. The report will be destroyed after the next comparable inspection.
- f. Staff inspection reports will follow the same format. Inspection reports will be finalized within 30 days after any inspection, briefed at that time, be prepared in triplicate, and will be destroyed after the next comparable staff inspection.

12. PROPONENT/SUGGESTION FOR IMPROVEMENTS: The proponent for this standing operating procedure is the battalion executive officer. Any member of this battalion may suggest changes to the battalion executive officer.

2 Encls:

1. C-1 - Standard ICI Schedule
2. C-2 - ICI Inspectable Areas

GEORGE H. THOMAS
LTC, IN
Commanding

DISTRIBUTION: A

Glossary

AG.....	Adjutant General
AR.....	Army Regulation
CI	command inspection (includes both initial command inspections and subsequent command inspections)
CTA.....	common table of allowances
DA.....	Department of the Army
DAIG	Department of the Army Inspector General
DCSLOG.....	Deputy Chief of Staff for Logistics
DCSOPS.....	Deputy Chief of Staff for Operations and Plans
DCSPER.....	Deputy Chief of Staff for Personnel
DCSRM.....	Deputy Chief of Staff for Resource Management
DOL	Director of Logistics
DPTSM	Director of Plans, Training, Security, and Mobilization
DPW	Director of Public Works
DRM.....	Director of Resource Management
FM.....	Field Manual
ICI	initial command inspection
IG	Inspector General
OIP.....	organizational inspection program
S1	adjutant
S2	intelligence officer
S3	operations and training officer
S4	supply officer
SCI.....	subsequent command inspection
SJA	Staff Judge Advocate
USARAK.....	United States Army Alaska